DOCUMENT RESUME

ED 030 059 AC 004 730

By-Berry, Jane; And Others

Guide for Development of Permanent Part-Time Employment Opportunities for Girls and Women.

Missouri Univ., Kansas City. School of Education.
Pub Date May 69
Note-76p.
EDRS Price MF-$0.50 HC-$3.90
Descriptors-Bibliographies, Counseling Centers, Day Care Services, *Employment Opportunities, Employment Projections, Employment Services, *Guidelines, *Job Development, *Part Time Jobs, Publicize, Questionnaires, *Working Women

Development of permanent part time employment is seen as a solution to employer needs and the changing life style of women: opportunities exist in banking, retail sales, education, and government agencies. Development of such positions will demand from employers and employment services the assessing of jobs for part time potential, publicizing work opportunities and labor supply, forming skill banks, and planning careers. Profiles of successful women who work part time illustrate the variety of opportunities; future projections indicate increased demand in the labor market as well as increasing availability of labor. Development of the supportive services of day care for children, vocational counseling, and communication centers must accompany increased employment opportunities. (Document includes a selected bibliography of books, government publications, conference proceedings, and pamphlets, and the appendix contains the questionnaires and survey instruments used.) (pt)

EDO 30059

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

Guide for

Development of Permanent Part-Time Employment Opportunities for Girls and Women

Jane Berry
Edward R. McCarty
Jean M. Bates
Hazel J. Terrill

AC 00 4 730

University of Missouri - Kansas City

Prepared for
Missouri Department of Labor and Industrial Relations
May, 1969

Acknowledgments

The authors are particularly indebted to Arnie Solem, Administrator of Employment Security, Region VI; Herman Julien, Director, Missouri Department of Labor and Industrial Relations; Fred Featherstone, Employment Service Advisor, Region VI; and Alberta J. Meyer, Chairman, Missouri Commission on the Status of Women.

Grateful acknowledgment is made to members of the many associations, unions, business firms, and government agencies who cooperated in the preparation of the "Guide" by providing statistical data, interviews, and editorial comments.

We would also like to thank the following organizations and their represenatives who contributed so freely:

Association for Women's Active Return to Education (A.W.A.R.E.), 5455 Wilshire Boulevard, Suite 702, Los Angeles, California 90036.
Catalyst, 55 East 92nd St., New York, New York 10028.
Washington Opportunities for Women, Inc., 1111 20th Street, N. W., Washington, D. C. 20036.

A further word of appreciation is due academic colleagues Dorothy Strawn, Dean of Women and Director of Women's Continuing Education, University of Washington; Helen Crockett, Director of Continuing Education of Women, Wichita State University; Joseph Cooper, Professor, Howard University; Oscar Eggers, Director, Family Study Center and Associate Professor of Sociology, University of Missouri - Kansas City; Doris Dawson, University of Missouri - Kansas City; and Robert Hencey, Art Director, University of Missouri - Kansas City.

Table of Contents

Definition and Dilemma 5

World of PART-TIME Today 11
- National Overview 11
- Occupational Overview 20
- Profiles of Successful PART-TIMERS 35

Future Patterns in PART-TIME 48
- Occupational Development 48
- Two Vital Supports for PART-TIME Workers 50

Development—A Two-Fold Problem 57
- Employer Efforts 57
- Employment Service Efforts 60

Conclusion, A Challenge 68

Selected Bibliography 71

Appendix 73

Preface

The increasing number of part-time workers lends some truth to the statement that attitudes are more important than facts. According to figures from the U. S. Department of Labor, more than 7 million women worked part-time in 1967 — 6 million because they wanted to! This break with tradition must cause employers to take a new look at job structures, at the needs in business and industry, and at wages and benefits. The trend to part-time employment should not mean a decrease in pay scales, benefits, or employment rights.

The under-utilization of womanpower has been stressed repeatedly. One means of tapping this reservoir of ability can be even wider acceptance and use of part-time work for girls and women. This approach may be one answer to the manpower shortage. It would allow business to take advantage of the training and experience which can be brought to the labor market by those seeking to keep up with a profession—to meet the family's economic demands—to pay for continuing education—to re-enter the labor force—to augment a retirement income. The happy coupling of available skills with job openings offers an asset to the business world and a placement challenge to employment services. Developing opportunities in the better paying technical or skilled areas for part-time workers as well as placing the unskilled worker who needs a part-time job call for attention.

This publication describes the history of part-time employment and today's dilemma. It points out some future directions to be taken in solving the problems which will be of interest to employers and to women workers. It hints intriguingly that part-time employment may be a welcome solution to the struggle between the instinct to care for family and the educated entreaty for fulfillment in activity outside the home by allowing women to enjoy the "best of two worlds" *and to give their best.*

Alberta J. Meyer, Chairman
Missouri Commission on the
Status of Women

Definition and Dilemma

New horizons have been sighted in the constantly growing demand from women to work on a permanent PART-TIME basis—demands that have been recurring throughout the country. Employers have become more aware of the vast potential of women unable to work a full-time schedule and of the advantages of hiring them on a permanent PART-TIME basis.

The phrase *"Permanent Part-Time Employment" refers to those work situations showing a constantly recurring pattern that can be satisfied in less than a full-time work schedule—usually, fewer than thirty-five hours per week.* Actual work schedules may vary on an hourly, daily, or weekly basis. Various categories of permanent PART-TIME employment exist at the present time—part day, part week, and part year. This excludes both full and PART-TIME temporary employment that is short-term and non-recurrent.

World War II gave impetus to large numbers of women who entered the labor force. There followed an era in the 1950's when the returning G.I. continued his education, often assisted by his working wife. The expanded economy and manpower needs of the 1960's provided further employment for women—also increasing opportunities for permanent PART-TIME employment.

At the present time, about one-fourth of the working women are engaged in PART-TIME occupations—seven million in number.[1] Although this appears to be a significant percentage of the total women in the labor force, it is misleading because a substantial number of these seven million are employed on a temporary basis. In spite of the fact that the number of PART-TIME working women has increased faster than the number of full-time workers since 1950, a dilemma exists because of the gap between the need for permanent PART-TIME jobs and the availability of them. This is seen, not only in industry but at all levels of government and major employers of women, such as schools and hospitals. In short, changes in employment patterns have not kept pace with the changing needs of society. There is need for greater acceleration in development of PART-TIME employment opportunities and for greater efforts by employers to adjust working arrangements to the life styles of the women interested in entering the labor force in a PART-TIME capacity.

John Leiter, a partner in Lawrence-Leiter and Company, Management Consultants, Kansas City, Missouri, says,

> "Most business men tend to be traditional—they have a built-in resistance to change. Personnel men must begin to 'think PART-TIME,' and the lack of qualified full-time workers will demand this solution more and more."

Many employers regularly update their equipment and merchandising methods but not their personnel practices. Management spends money on sophisticated machinery and consumer research but often fails to adjust the working arrangements of its employees to modern life styles. Automation is an expensive process, profitable only if every potential in time and performance is exploited to the fullest. This is possible only if employee schedules are adapted to it.

[1]U.S., Department of Labor, *Monthly Report of Labor Forces* (Washington, D.C.: Government Printing Office, January, 1968).

The growth of suburbs and the multiplication of shopping centers have revolutionized consumer demands for extended hours and expanded services. The impact has been felt particularly in banking, retail trade, and in personal services.

Increasing leisure and an affluent society have combined to enlarge the market for recreation to an extent unimagined in past years. Obviously, the peak usage of such facilities will occur at times other than normal working hours.

Faced with these innovations, most employers have improvised in terms of established techniques of personnel work. They have resorted to extra shifts or overtime. Analysis of the new factors in the situation however, would reveal the advantages of the "shared job," short-hour professional or managerial work, and other PART-TIME employment patterns. Stereotypes of the PART-TIME worker as an unreliable employee, a disruptive influence in the work-situation, or an untrained novice, have prevented many employers from seriously exploring new possibilities. Research indicates an entirely different picture of the modern, permanent, PART-TIME employee. These findings must be shared and related to social changes occurring in women's lives.

The American woman of today is a fusion of the many images created by the multiple roles she now plays in our society. Without discarding her traditional roles, the twentieth century woman has assumed new civic duties and has become an important factor in the nation's economy. She may be mother, teacher, politician, wage-earner and wife—each role adding to the enrichment of her life and her stature as a woman. Her lengthening life span and early age of marriage, 20.5 years in 1966,[2] have been contributing factors in the changing role of women. As earlier marriages occur and adequate care of children becomes more prevalent due to in-

[2]U.S., Department of Labor, *Continuing Education Programs and Services for Women* (Washington, D.C.: Government Printing Office, Revised 1968), p. 2.

creased child-care centers and pre-school programs, the young mother looks to PART-TIME employment as a challenge for her talents and a source of additional income to help meet the rising cost of rearing a family.

Rapid advances in the technological field have brought us to the highly urbanized, computerized, and automated present day. The many work-saving gadgets—automated laundry equipment, pre-packaged, pre-cooked and frozen foods—are all designed to reduce the time and effort required for the homemaker to fulfill her responsibilities. The resulting expansion of free time has provided the modern woman with the opportunity, if not the need, to use her talents in volunteer services, PART-TIME employment, or in the pursuit of educational accomplishment. Improved technology has provided the woman of today and tomorrow with an opportunity to give broader direction to her life and to contribute abundantly to the world of her century.

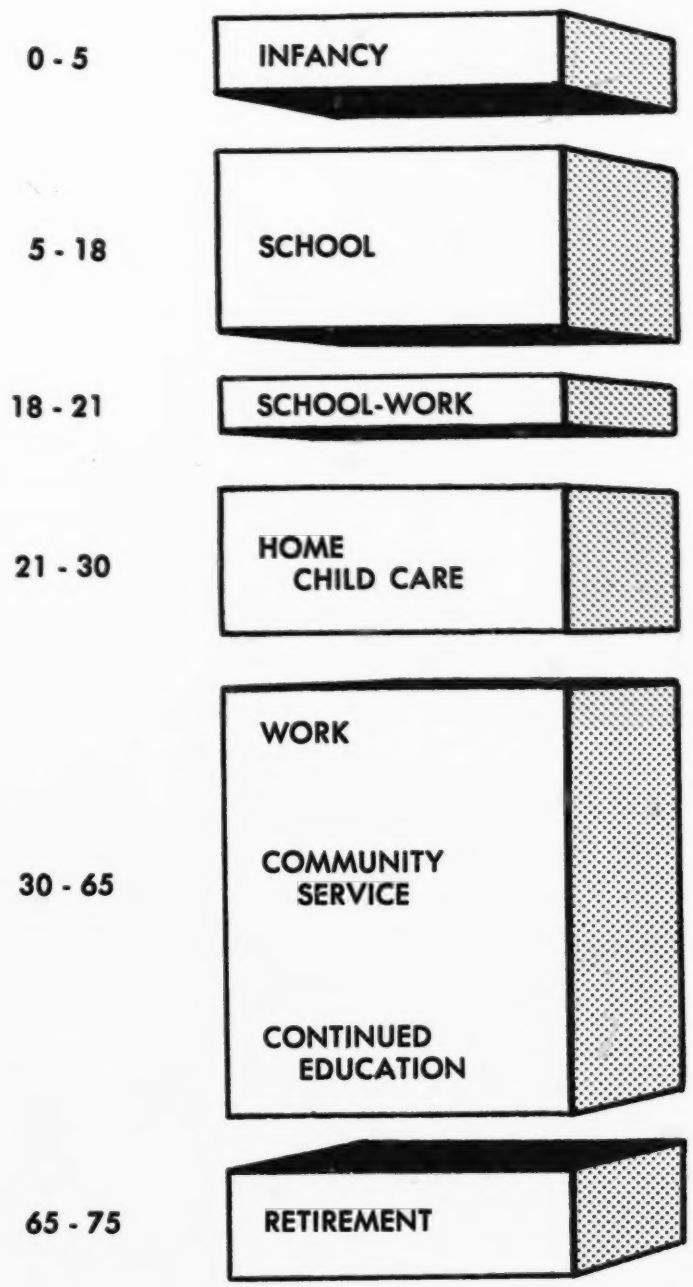
Chart I, page 9, shows clearly the increasing portion of a woman's life in which she may work in the community or in the labor force.[3] The age of the average mother when her youngest child is ready to enter school is between 30 and 35. She can look foward to approximately 30 years of reduced responsibility and increased opportunity for self-development and fulfillment.

The total life picture of women changes more quickly than the institutions which surround it. Because many business firms have only traditional office hours, a nine-to-three, ten-to-four, or other schedule variation has to be strongly advocated even when it is an obvious solution to labor shortages. Substantial segments of professional jobs can be handled by non-professional aides, but this concept too, gains slow acceptance. Institutional interia often explains the situation

[3]University of Missouri Extension Division, Continuing Education for Women, *Challenge for Today's Woman*, (Columbia, Missouri Cooperative Extension Service, 1967), p. 22.

Chart I

A LIFE CYCLE CHART



in which unfilled jobs exist when capable workers are available for less than traditional hours.

Various suggestions have been offered to enable women to re-enter the labor force with a minimum of effort. These are best implemented in the early years of marriage. An educator at a large midwestern university, recommends the "interrupted career" idea where the young homemaker might continue her education on a limited basis after marriage and the addition of children to the family. The acquisition of her degree might coincide with her children's entry into school, eliminating the problem of refresher courses in her field when she is ready to re-enter the labor force. Professional journals and continuing education courses may keep her current in her profession if she earned her degree before her marriage.

Similar patterns may be advocated for combining a permanent PART-TIME job with the substantial home and child-care responsibility of the woman for whom higher education is not feasible.

These new patterns in life styles of women in which permanent PART-TIME employment is an integral part, will enable the new American woman to attain appropriate goals in a rapidly changing world—a world which embodies dimensions of social participation and work that did not exist a decade ago.

World of Part-Time Today

National Overview

In the larger cities, especially on the East Coast and the West Coast, the emergence of new patterns in the lives of women is most clearly seen. A nation-wide survey of UNITED STATES EMPLOYMENT SERVICE offices in cities over 100,000 population, and in all cities between 10,000 and 100,000 in two sample states, was conducted by circulating Questionnaire I, (see appendix). Of 430 questionnaires mailed, 273 were returned, a 57 per cent return. A study of the data obtained revealed the following:

PART-TIME employment opportunities for girls and women are offered on the professional level by 25 per cent of the Employment Service offices responding and are requested by applicants in 33 per cent of the offices responding.

PART-TIME is offered on the semi-professional level by 44 per cent of the Employment Service offices responding and is requested by applicants in 54 per cent of the offices responding.

PERMANENT PART-TIME EMPLOYMENT

PART-TIME is offered in sales by 74 per cent of the Employment Service offices responding and is requested by applicants in 73 per cent of the offices responding.

PART-TIME is offered in temporary positions by 72 per cent of Employment Service offices responding and is requested by applicants in 66 per cent of the returns.

Responding Employment Service offices recommended the following methods to introduce employers to the advantages of permanent PART-TIME employment for girls and women:

—Individual interviews of employers by E. S. representatives, recommended by 72 per cent.

—Employer group sessions with Employment Service personnel, recommended by 28 per cent.

—Printed promotional materials and increased radio and television were cited by 85 per cent as effective methods for PART-TIME job development.

Efforts are being made to expand permanent PART-TIME employment opportunities for women in 73 per cent of Employment Service offices responding to the questionnaire. Analysis of replies shows this development as the responsibility of:

—the interviewer, in 51 per cent of E.S. offices

—the E.S. representative, in 40 per cent of the offices

—the counselor, in 4 per cent of the offices

—the office manager in 5 per cent of the offices.

In the Employment Service offices that have a PART-TIME Specialist on the staff, the number of both job orders and applicants has increased. The following are three notable examples of this approach.

The Boston Story

"Time Unlimited" unit in the Boston office has been designed to provide both PART-TIME and temporary job assistance to girls and women in clerical and sales work. This unit carries out all the functions assigned to the full time units including application taking, job development, placement and employer visits. This in turn assures both applicant and employer that his needs will not be relegated to secondary status.

Employment Service Head Interviewer, Harold Kirk, who has had extensive experience in PART-TIME job placement, emphasizes the need for detailed information concerning applicants and employers not generally stressed during regular operations. Of particular significance to the applicant and the employer are the hours and days that are matchable. Private transportation availability during periods of no public transportation is also important.

Employers are quick to see the possibilities for dividing schedules into PART-TIME hours based on the current applicant supply. Hospitals, retail trade, educational institutions and numerous other companies are open seven days a week and applicants with special skills, including switchboard operators, key punch, secretaries, and computer operators are needed PART-TIME.

The Baltimore Story

Margaret Gotsch, Employment Service Supervisor, is responsible for a PART-TIME unit that was the outgrowth of a summer placement program in 1956. She now has a full-time assistant to help handle the PART-TIME business. Mrs. Gotsch processes orders from all sections of the city, from all types of business and industry, and from State and Federal government agencies. Job development is pursued through telephone calls and personal visits to employers, by advertising on radio, television, and newspapers, and by mail campaigns. Letters to employers are designed to promote PART-TIME employment specifically. This unit has

been very successful in promoting the advantages of hiring mature women for PART-TIME jobs and regularly visits nearby Army posts to recruit wives of servicemen for these positions.

The St. Paul Story

In the Minnesota Employment Security Office in St. Paul, the Part-Time, Temporary and Odd Hour section is staffed by two interviewers who work exclusively with employment opportunities and applicants directly involved in these areas. The number of placements has grown considerably in the approximately six years it has been in existence, and the acceptance of PART-TIME has increased proportionately in this capital city.

A temporary unit of the State Employment Service was recently placed in a large suburban shopping center, Har-Mar, located midway between the Twin Cities, St. Paul and Minneapolis. The office space was donated for a trial period of 90 days by the management of the shopping center. To date, the temporary unit has proven very successful in interviewing and placing area residents with employers located in and near the shopping center. Mr. Richard Burns, an Employment Service Interviewer in charge of the pilot project, was extremely pleased with the response of both employers and applicants. He hopes that the office will be located permanently in this area.

These and other Employment Service offices are "thinking PART-TIME" as it becomes increasingly important to applicants and employers. Here are some of the specific ideas on PART-TIME job development noted on returns from Questionnaire I sent to Employment Service offices:

—Keep a record of firms "geared" to PART-TIME.

Fresno, California and New Orleans, Louisiana

—Develop a good list of applicants so you actually have something to sell and can be specific.

Duluth, Minnesota

—Distribute promotional materials . . . descriptive fliers about applicants or jobs at check-out stands in supermarkets.

Little Rock, Arkansas

—Instruct and guide outstanding applicants who are seeking PART-TIME work in employer solicitation techniques which they can use in their own behalf.

Los Angeles, California

—Interest professional groups in sponsoring programs pertaining to PART-TIME (Business and Professional Women, Personnel and Management Associations, etc.). Get an "in" group to sell from within.

San Francisco, California

—Mail profiles of applicants for PART-TIME employment to potential employers.

Valley City, North Dakota and New York, New York

—Nation-wide publicity campaign conducted by the United States Employment Service.

Minot, South Dakota

—Panel discussions on public service television programs, and discussion in civic clubs are media through which opportunities for PART-TIME employment may be developed.

Jackson, Mississippi

Universities and colleges have also encouraged new approaches to women's employment. Recently, the United

States Department of Labor released a pamphlet, *Continuing Education Programs and Services for Women,* with over 200 listings of university and college programs focusing on continuing education with frequent emphasis on subsequent employment.[4] The pamphlet shows impressive gains compared with the 100 programs listed in 1966 and only 20 in 1963. These programs and services with their wide availability to women of various educational backgrounds, can mean the difference between a significant contribution to society and wasted talent.

In a study of women in a large city, it was found that 59 per cent of those replying would need further education; for example, an additional degree, a teaching certificate, or a refresher course before finding satisfying employment. "The kind of occupation a woman has, or is interested in finding, will undoubtedly affect her consideration of further education."[5]

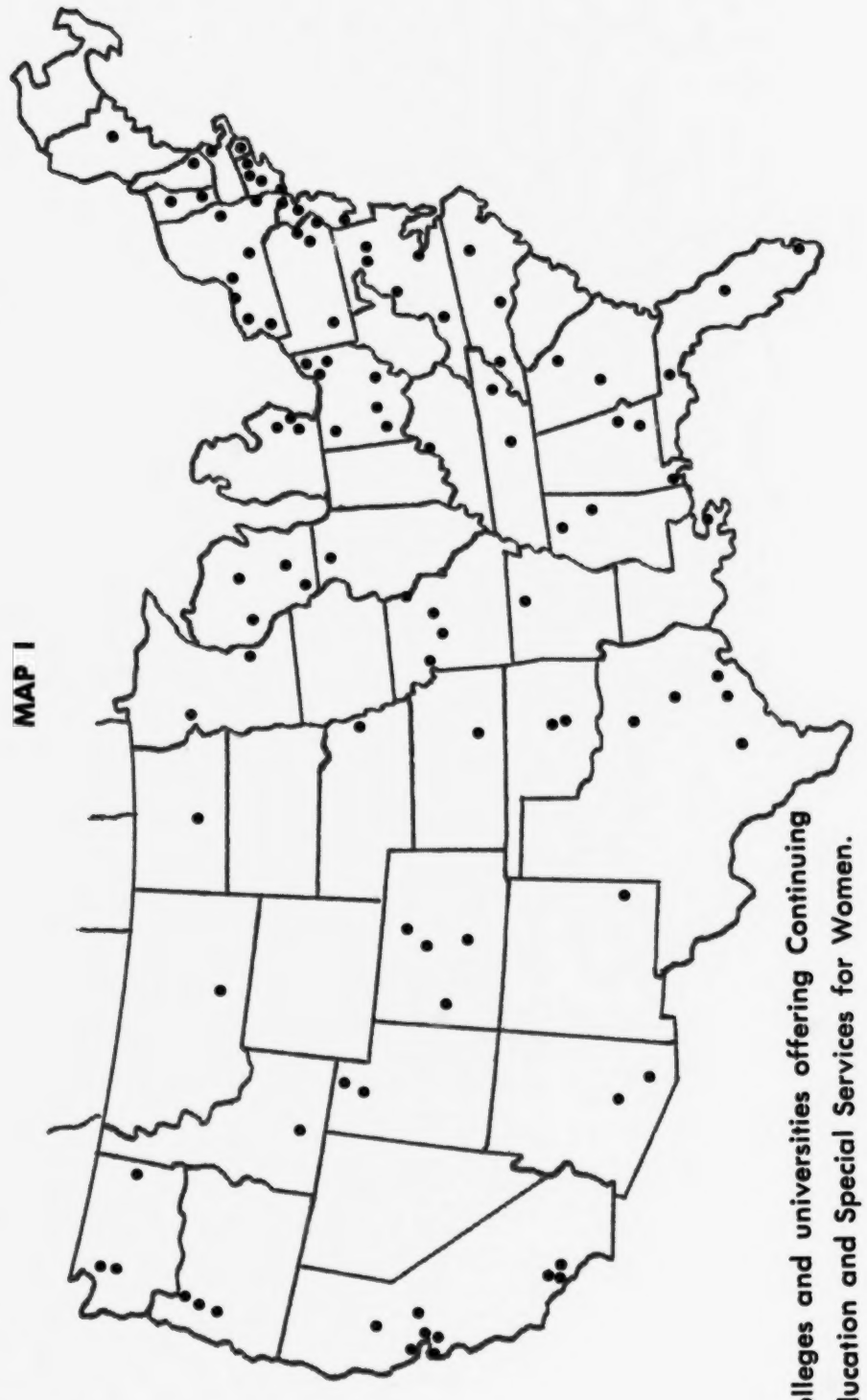
Map I, page 17, shows the nation-wide locations of colleges and universities with continuing education programs or special educational services designed for women, as compiled by the Department of Labor.

One of the first institutions to establish a continuing education program for women was the University of Minnesota and by the late 1950's, the "Minnesota Planning and Counseling Center" was a reality.

Women's potential for greater and more varied roles has led organizations other than universities and colleges, to set up services and programs for adult women. State and local governments, women's organizations, and some com-

[4]U.S., Department of Labor, *Continuing Education Programs and Services for Women* (Washington, D.C.: Government Printing Office, Revised 1968), p. 15.

[5]*Continuing Education of Women: Needs, Aspirations, and Plans,* Jane Berry, Sandra Epstein. The Division for Continuing Education, University of Missouri—Kansas City, Kansas City, Missouri, May, 1963, p. 18.



MAP I

Colleges and universities offering Continuing Education and Special Services for Women.

munity groups are active in promoting study and in planning new approaches to work which make it possible for more women to enter the labor market.

Map II, page 19, shows the location of some of these organizations. Their activities are described below.

Los Angeles

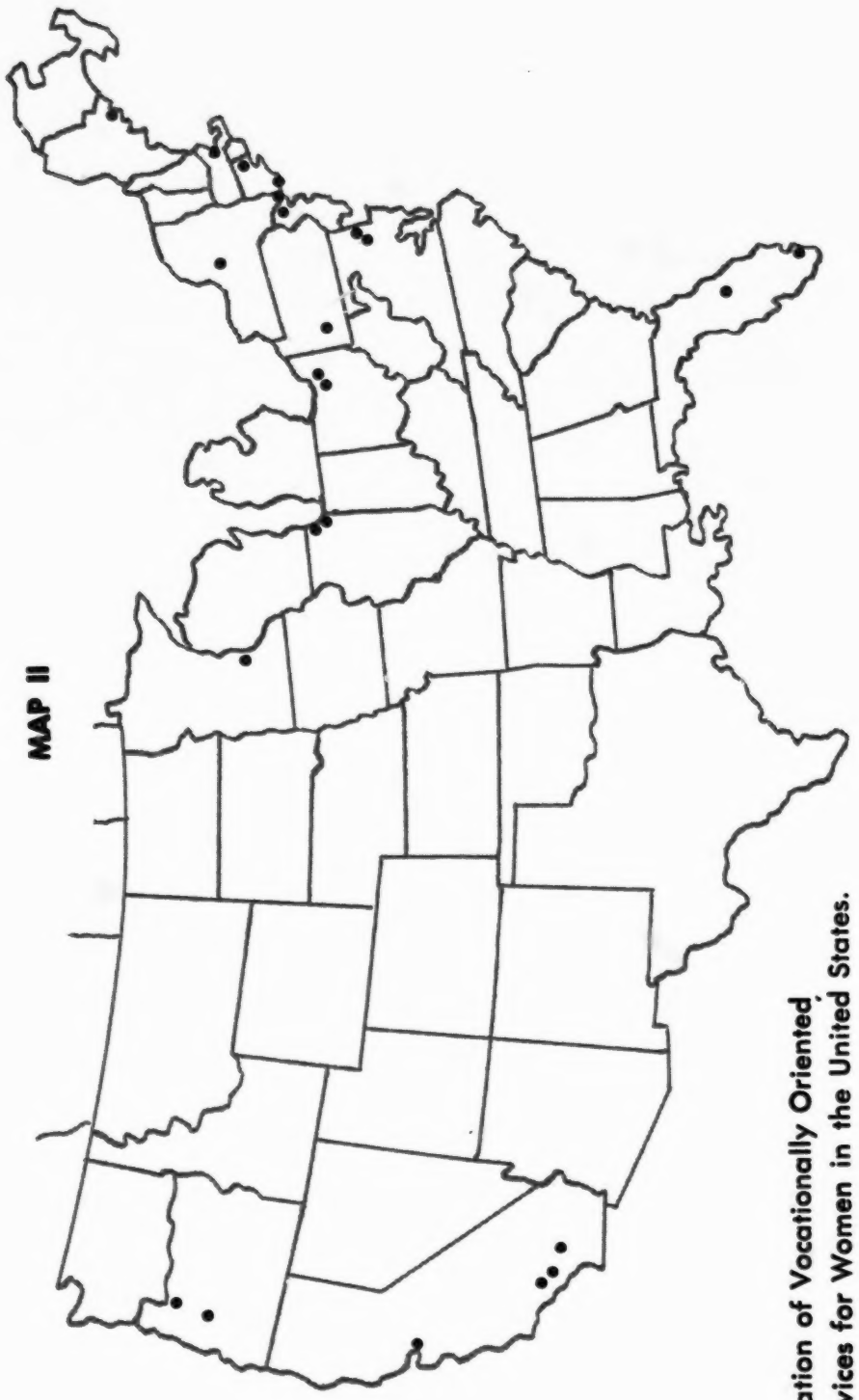
AWARE — Association for Women's Active Return to Education — with headquarters in Los Angeles, is concerned with the problem of women who need training or re-training in order to find employment. Often these are women who have family responsibilities which make either full-time study or full-time work impossible.

New York, Chicago, Boston, and Los Angeles

CATALYST — A national, non-profit educational service organization, founded in 1962, to develop the latent capacities of women college graduates who want to combine family and work. Its efforts are directed toward productive relationships between mature women, educational programs and employers interested in specially trained, intelligent personnel. The work of this organization has encouraged the principle of partnership teaching, partnership social work, internship in science, and has assisted undergraduates with long-range plans. Such projects embody the Catalyst concept of tailoring the job to fit the life pattern of the qualified woman.

Washington, D. C.

WOW — Washington Opportunities for Women is a voluntary organization working directly with women to find jobs, either paid or volunteer, that fit their time and talents. WOW has published a guide to PART-TIME employment opportunities in particular professions and fields of interest



MAP II

Location of Vocationally Oriented
Services for Women in the United States.

in the Washington area.[6] The WOW Advisory Center provides comprehensive information to help women make realistic choices in developing their potential.

The organization has been active in PART-TIME job development on an individual basis. The Professional Placement Center of the United States Employment Service has cooperated with this group. Wide-spread interest has been shown in this unique involvement of the Employment Service with a group of well-qualified volunteer workers.

The WOW office is presently located in the Employment Service Professional Placement office — Vanguard Building, 1111 Twentieth St. N.W., Washington, D. C. The cooperation between these organizations is an outstanding example of government and volunteer effort focused on contemporary social problems.

Occupational Overview

A survey of permanent PART-TIME employment practices in business and industry was made in twenty cities in the United States—the ten largest according to population in Sample A and ten cities of approximately 100,000 population in Sample B. Cities in Sample B were selected to achieve a geographic representation.

Questionnaire II (see appendix) was the basis of the survey. It was sent to firms in the banking, telephone, utility, retail store, publishing, radio and television industries, educational institutions, hospitals and government agencies. Designated job classifications were:

Professional and technical
Managerial and supervisory

[6] *Washington Opportunities for Women—A Guide to Part Time Work and Study for the Educated Woman.* Edited by Reyna Weisl, Jane Fleming, and Mary Janney. Robert B. Luce, Inc., Washington, D.C., 1967.

Clerical and kindred
Sales workers
Operatives and kindred
Service workers.

Two hundred questionnaires were sent in Sample A with 77 returned, a 39 per cent return and 150 questionnaires were sent in Sample B with 66 returned, a 44 per cent return.

Banking Industry

Sample A

Staffed by approximately 60-65 per cent women, permanent PART-TIME employees are found in clerical and kindred, sales, operatives and kindred, and service workers. The percentage of banks using PART-TIME ranged from 69 per cent in clerical and kindred to 15 per cent in service workers.

Sample B

Permanent PART-TIME is found in every department. The percentage of banks using PART-TIME ranges from 88 per cent in clerical and kindred to 11 per cent in professional and technical.

In Sample A, either full or proportional benefits are offered to PART-TIME employees by 23 per cent of the banks responding and by .06 per cent of banks in Sample B. Economy is the prime advantage cited by this industry in utilizing permanent PART-TIME employees.

The Health Field

Sample A

The health field provides many opportunities for permanent PART-TIME employment. In Sample A, 89 per cent of the hospitals responding used permanent PART-TIME employees in the clerical and kindred classification, 78 per cent in the professional and technical

classification, 66 per cent in the service worker classification and 11 per cent in the operatives and kindred classification.

Sample B

All the hospitals responding used permanent PART-TIME employees in the professional and technical, and the clerical and kindred classifications. Seventy-five per cent use permanent PART-TIME employees in the service worker classification, 63 per cent in the managerial and supervisory classification and 25 per cent in the operative and kindred classification.

Proportionate benefits are offered by 44 per cent of the hospitals responding in Sample A and either full or proportional benefits by 38 per cent in Sample B. Economy is again cited as the main advantage.

The number of nurses working PART-TIME has increased almost 13 per cent since 1962 although the number working full-time has increased only 4 per cent in the same period. Barbara Schutt, registered nurse and editor of the American Journal of Nursing, cites the difficult problem of work schedules for PART-TIME nurses but writes, "Problem or not, there will probably be seven PART-TIME to every ten full-time nurses in our non-government hospitals next year in contrast to two-to-ten back in 1948. Obviously, our hospitals can't get along without them."[7]

Retail Stores

Retail stores have made use of PART-TIME help for many years, but the percentage has increased considerably in the last decade, even extending to the professional and technical, and managerial and supervisory areas. The personnel office of a large midwestern store is staffed by a full-

[7]Barbara Schutt, "Part-Time Nurse—Boon not Bane," *American Journal of Nursing*, July, 1966, p. 67.

time personnel director and three PART-TIME assistants, a situation that has proved successful in this particular circumstance.

Sample A

The percentage of employers using permanent PART-TIME ranged from 87 per cent to 62 per cent in the clerical and kindred, sales, operatives and kindred, and service workers. The percentage of employers using PART-TIME in the professional and technical category is 12 per cent, and 50 per cent in managerial and supervisory.

Sample B

The percentage of employers using PART-TIME in operatives and kindred, clerical and kindred, sales, managerial and supervisory, and professional and technical, ranged from 80 per cent to 20 per cent. Full or proportionate benefits are offered by 44 per cent of the firms in Sample A and 40 per cent in Sample B. Again, the prime advantage of PART-TIME was economy.

Educational Institutions

The concept of partners in education and in social services has greatly enlarged the field of applicants in an employment area that has been critical for years. PART-TIME employees are found mainly in the professional and technical, and clerical and kindred areas in this field.

Sample A

The percentage of educational institutions using permanent PART-TIME was greatest in the clerical and kindred, 87 per cent and 75 per cent in professional and technical.

Sample B

The percentage of institutions using PART-TIME ranged from 100 per cent in the clerical and kindred area, 40 per cent in the professional and technical, to 20 per cent in the managerial and supervisory. Full or proportionate benefits are offered by 62 per cent of the institutions in Sample A and 60 per cent in Sample B.

Government Agencies

Permanent PART-TIME employment is found in many government offices. Definitive steps toward its development have been taken by the Department of Health Education and Welfare and the Department of Labor, among others. Several Federal agencies have substantial plans to expand PART-TIME positions, particularly at the professional level.

Sample A

Thirty-three per cent of the government agencies responding, use PART-TIME in clerical and kindred areas.

Sample B

Fifty per cent of the agencies responding use PART-TIME in clerical and kindred and 25 per cent in professional and technical.

Proportionate benefits are offered by 33 per cent of the agencies in Sample A and by 25 per cent in Sample B. Economy and quality are stressed as advantages in governmental agencies.

In addition to the employment areas surveyed, many opportunities for permanent PART-TIME employment exist in personal services, such as maids, waitresses and beauty operators. The demand for market interviewers by research companies, advertising agencies, pollsters and university research departments is rapidly growing. The intelligent woman who enjoys meeting the public can adjust the hours required for these jobs to fit her life pattern.

Wages and Benefits

In considering PART-TIME employment, the question of wages and benefits arises. Employers' responses to Questionnaire II, clearly show that many more employers offer full or proportionate benefits than offer none. The percentage of employers offering proportionate benefits is shown on Chart II, page 26. Many firms decline to offer benefits, assuming that PART-TIME workers prefer higher pay scales to benefits. Indications show the practice of restricting benefits may be supplanted as the idea of permanent PART-TIME employment is more widely accepted.

A sampling of international unions serving industries employing large numbers of women, was also surveyed by questionnaire. The responses are indicative of trends and progress being made by unions throughout the country. Of the unions responding, 88 per cent served firms employing women on a permanent PART-TIME basis. Of this group, 57 per cent offered proportionate union dues to these members. The Office and Professional Employees International Union, AFL-CIO, stated that if the union would negotiate pro-rata fringe benefits, general wage increases and separate seniority lines for PART-TIME workers, there should be no problem in offering union membership to them. The following comments are from questionnaires returned from union organizations:

Office and Professional Employees International Union, AFL-CIO, New York, New York

"This is getting to be a major industry; 30 per cent of the Bank of America employees are 'PART-TIMERS'; the trucking industry thrives with these people."

—Arthur P. Lewankowski, Vice Pres. and Regional Manager

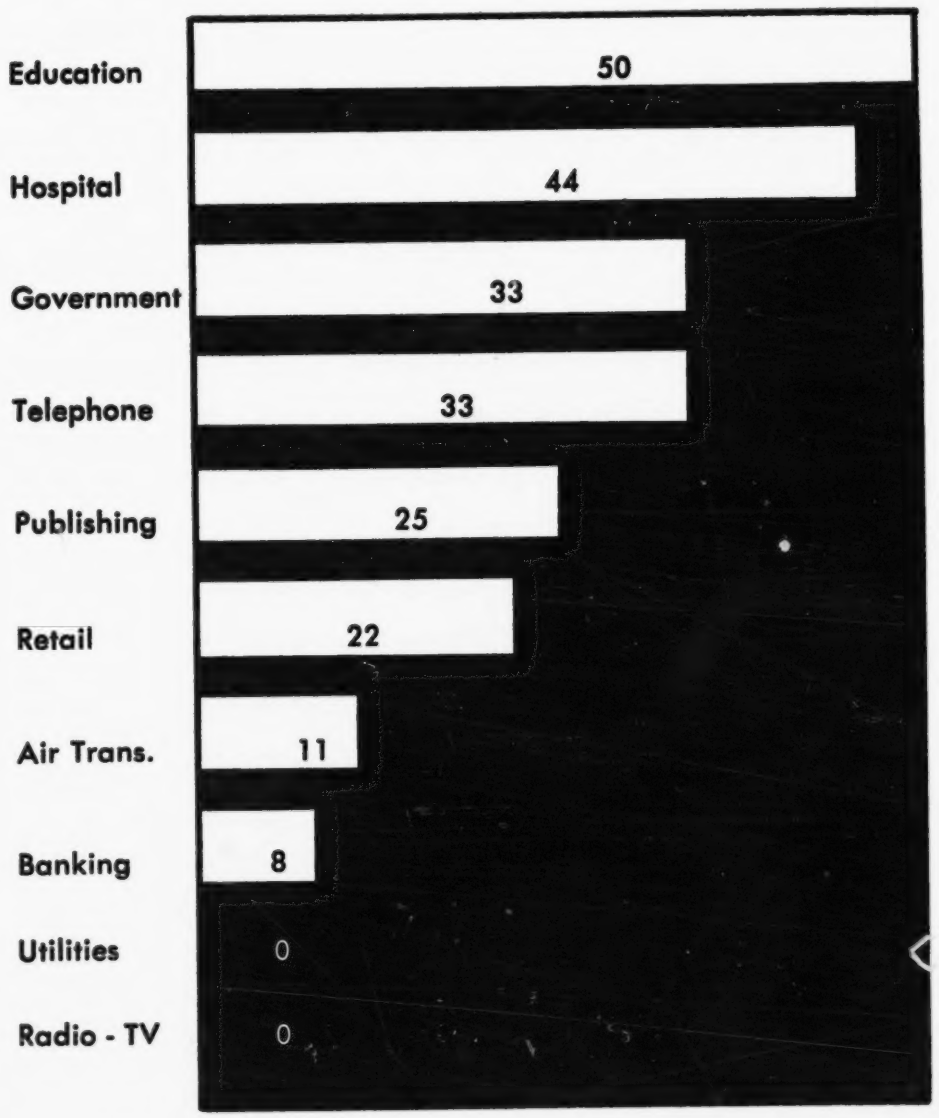
Communication Workers of America, AFL-CIO, Washington, D. C.

"Since it is here to stay, organized labor will have to learn to live with it."

—Lee M. White, Public Relations Director

Chart II

PER CENT OF EMPLOYERS OFFERING PROPORTIONATE BENEFITS BY INDUSTRY



* Based on employers survey in 10 largest cities in U.S.

United Federation of Postal Clerks, Washington, D. C.

"We are 100 per cent opposed. However, Post Office states they cannot operate without substitutes and '20 hour regular clerks'."

—O. H. Schoon, Secretary-Treasurer

Building Service Employees Union, Local 96,
Kansas City, Missouri

"In our industries, the use of full-time people has been the rule—however, in recent months, the difficulty in recruiting competent workers has forced some new thinking in this area. (The exception to this is the Janitor Service contract shops, where we have always had a number of regular PART-TIME people.)"

—R. E. Eisler, Jr., Business Representative

Textile Workers Union of America, Kansas City, Missouri

"All PART-TIME workers are covered by the same contract as regular workers."

—Katherine Papa, Manager

Professional associations generally extend membership to PART-TIME workers and often require only proportionate dues according to a response from a nationwide questionnaire. In a few instances, PART-TIME members are not eligible for offices. Of the professional organizations responding to the questionnaire, 90 per cent of the firms employing members of the association used permanent PART-TIME employees. Fifty-nine per cent of the professional organizations stated that they could or should encourage the development of permanent PART-TIME opportunities for women in their field and 33 per cent stated they would consider proportionate dues for permanent PART-TIME members.

On the whole, a sampling of the associations' comments which follow, show the recognition of the value of PART-TIME employment both to women and to industry.

Public Library Association—A Division of the American Library Association, Chicago, Illinois

"Dependence on PART-TIME personnel already considerable, and likely to increase because 1) shortage of full-time trained people, 2) growing demands for service, 3) nature of public library hours; i.e., 9:00 A.M. to 9:00 P.M., 6 days a week with heaviest use late afternoon and evening."

—Eleanor A. Ferguson, Executive Secretary

National Federation of Press Women, Richmond, Virginia

"It is almost inevitable in our field at certain stages of our careers as when children are small, etc. Sometimes—and this is perhaps even more common, two 'permanent PART-TIMERS'—say newspaper—radio actually add up to one—or more—full time jobs!"

—Ulrich Troubetzkey, President

National Association of Legal Secretaries (International), Asbury Park, New Jersey

"My personal opinion is that, providing the PART-TIME employee is qualified and competent, she answers a need in our profession. Continuing Education and brushup courses, if required, are necessities. Most of our local associations offer legal education courses, seminars, etc., and, at least in this area, attorneys are willing to employ PART-TIME secretaries, provided they are experienced. This answer is my personal reaction."

—Haru K. Hains, President

International Association of Women Police, Madison, Wisconsin

"Women with previous experience can hold some PART-TIME jobs in law enforcement but this is not true for all communities. They are very useful as deputies with jury duty, etc."

—Mary Rita Ostrander, President

Possible Work Schedule Variations

Permanent PART-TIME employment schedule variations are many, primarily arranged for the convenience of the employer and employee. Most employers favor definite hourly arrangements for routine jobs—usually to include peak periods or hours when the full-time staff needs to be supplemented.

By the Hour

A pilot PART-TIME program at Hallmark, Inc. in Kansas City, Missouri, was initiated in the Finished Goods Division in February, 1968. A group of homemakers, 24 in number, was hired to work from 9:00 A.M. to 2:00 P.M., five days a week, as order selectors. The beginning hourly wage is $1.77 and the benefits include proportionate vacation, holiday pay, and discount privileges. This followed the successful use of a similar group in Hallmark's Distribution Center at Thompsonville, Connecticut.

During a recent interview at Hallmark-Kansas City, with Employment Manager, Ellsworth Titus; Senior Women's Interviewer, Virginia Kirlin; and the supervisory staff of the pilot group, reasons for implementing the program were discussed. Some of the factors that have contributed to the success of the program are work-oriented attitudes, accuracy in production, and punctuality. Mr. Frank Riederer, Department Head, and Mr. Lionel Crabtree, Supervisor of the Finished Goods Division, were enthusiastic about the success of the program so far and have every reason to feel it will continue to be advantageous to the company and to the employees.

Another interesting example of permanent PART-TIME employment exists in the Missouri State Employment Service Office in St. Louis, Missouri. Eight women were hired several years ago to work three days a week from 9:00 A.M. to 3:00 P.M. Six of these women, now in full-time positions, are employees of the Employment Service today. Six perma-

nent PART-TIME positions are still a part of the office staff —two in each of three divisions. These employees work 1040 hours a year but are not covered by any benefits.

The Department of Housing and Urban Development has initiated a plan recently to 1) reintroduce women with professional training and experience to the labor market, 2) bring their skills and knowledge up to date, 3) aid in making the transition to a work situation outside the home, 4) develop a pool of professional talent from which candidates can successfully compete for selection to fill regular full-time positions, and 5) help women continue in the labor market in those situations where the need for them in their homes is so demanding that they cannot be employed full time.

Schedules of PART-TIME employees will be prearranged to allow scheduling of workload from managements standpoint and to allow more tangible benefits, including leave eligibility and retirement for the employee. The fields of work will include the same wide range of professions and disciplines that are utilized in the Department of Housing and Urban Development for full-time employment. These employees will be given career-conditional appointments with work schedules not to exceed 30 hours a week. Normally the work schedule will be 4 hours per day, 5 days a week or 3, eight-hour days per week. Salary will be on a prorated basis of the full-time compensation. PART-TIME employees will earn annual and sick leave, retirement, health benefits, and group life insurance, and will be covered by the Federal Employees Compensation Act. Women employed on a PART-TIME basis under this plan will have the same opportunities as full-time employees to participate in training and development plans.

The Veteran's Administration, third largest agency in the United States government has also recognized the value of attracting PART-TIME employees. By arranging work schedules other than eight hours a day, five days a week, they have obtained needed skills. Approximately 5,500

women work PART-TIME for the VA. Professional, technical and administrative jobs account for over a third of them.

The Department of Health, Education, and Welfare has established a "talent pool" of highly trained women to work PART-TIME. The initial group of 22 women includes a former university dean of social work, a city planner, a mathematician, an economist, educators, writers and editors. They average 25 hours a week in various departments with flexible work schedules to meet the need of the individual. As part of the program, members meet with top agency officials and receive special training and career planning services.

The Department of Labor has recently become involved in a substantial effort to develop systematically permanent PART-TIME career opportunities. Varied work schedules are being devised to accommodate women who are unable to work forty hours a week. Many of these women have skills which are in short supply. "More than one-fifth of employed women with four years of college were working as service workers, operatives, sales workers or clerical workers in March, 1965. A startling seven per cent of employed women who had completed five years or more of college were working in these same semi-skilled or unskilled occupations. This waste is largely due to the lack of available PART-TIME professional and technical opportunities."[8] PART-TIME employees in this Department are entitled to sick leave, annual leave, retirement benefits and life insurance. As permanent employees, they will also be able to participate in agency training programs.

Permanent PART-TIME employment for women has been a successful practice for the Atomic Energy Commission for several years. By providing a means for updating the skills and specializations of professionally trained women,

[8]U.S. Department of Labor, *The Department of Labor's Plan for Part-Time Career Opportunities*. U.S. Government Printing Office, Washington, D.C. 20402, 1969, p. 3.

the agency has helped fill the science knowledge gap. Since 1965, AEC has employed over 100 women in its PART-TIME employment program.

By the Day

Responsible PART-TIME jobs may be arranged by the day—physical therapists, social workers, registered nurses, writers, research and library workers often work a few days a week.

Immanuel Hospital in Omaha, Nebraska, uses many permanent PART-TIME personnel in professional as well as para-professional jobs. Nurses, therapists and dieticians are scheduled on this basis—usually three or four days a week.

Bank tellers are utilized on a PART-TIME basis in many areas of the country. Omaha National Bank hires tellers for a two-day-per-week schedule to meet peak load demands. A large California bank staffs its branch banks totally with PART-TIME employees with the exception of the executive branch. The personnel director stated that "we couldn't exist without PART-TIME help."

Northwestern Bell Telephone uses key punch operators on weekends to supplement its staff. Telephone operators are used frequently on a PART-TIME schedule.

By the Week

Permanent PART-TIME work opportunities exist on a weekly basis in many small insurance offices, supply firms, physicians offices, and in some banks in larger cities. Many of these offices hire PART-TIME help for one or possibly two weeks a month to do the billing or help meet a peak work load.

A large bank in Kansas City, Missouri, has permanent PART-TIME employees who work two weeks of the month, the last and the first week, in the lock box section in clerical positions.

By the Month

The Internal Revenue Service of the United States Treasury Department hires many women for PART-TIME employment on a monthly basis. The appointment is a career-conditional, seasonal appointment with employment emphasis during the months of January through June, but "on call" during the remainder of the year. Due to the irregularity of the work load in the Internal Revenue Service, these employees remain on the "on call" basis but are considered permanent employees, many continuing as a career-conditional, seasonal employee for years.

After ninety days, these employees receive all the benefits and rights of the Federal Civil Service employees with the exception of life and health insurance. They are paid on a monthly basis in accordance with the General Schedule grade level for the job they fill. Many of the career-conditional seasonal jobs lead to permanent full-time jobs with the Federal Government. It is anticipated that the PART-TIME position emphasis will be extended to regional offices in the future. I.R.S. has been a pacesetter with this approach.

Cooperative Combinations

An obvious way to ease the labor shortage in various professions is to hire two women for one job. In Boston, Massachusetts, a partnership teaching program has proved successful, and the pattern is being studied for use in other localities. In addition to relieving the shortage of qualified teachers, the plan utilizes the training of women who want to work but cannot assume the responsibility of a full-time job.

Participating teachers have found that on a half-day schedule, they have more enthusiasm for the job and more patience with the children. In any teamwork, communication is the vital factor. Some teachers who have worked in teams feel that teamwork encourages self-improvement and perspective.

A three year demonstration project has been launched by Washington Opportunities for Women to recruit elementary and secondary school teachers for training in problems of urban school teaching and consequent PART-TIME employment in the Washington, D. C. schools. The following quote is from the *WOW* Newsletter, March, 1968: "The project is a unique combination of the qualified women, training, placement, and the in-service support—all PART-TIME and all focused on the special needs of the 'inner city'." The specific gain to the school system lies in the fact that these specially trained teachers were not available to the schools on a full-time basis. Similar plans are being developed in social work, urban affairs, and government administration.

A significant number of college students depend on PART-TIME work. On the whole, however, they are engaged in work that is considerably below their ability. Many are highly motivated as well as intelligent and can produce effectively if their particular time requirements can be taken into account. An interesting example is the Pittsburg office of the Kansas State Employment Service, where three college students work PART-TIME to cover one full-time job that is seasonal—December to March—but recurring every year. Two students work approximately half-time, with the third as a relief worker. The office is presently considering filling year-round full-time positions, as they are needed, in the same way. Workers are recruited as sophomores and thus may work for at least three years. They acquire Civil Service tenure and other benefits on a proportional basis.

Another field that has found teamwork a good solution is social casework. Catalyst, a national service organization, promotes the use of the capabilities of educated women who want to work PART-TIME. A team-work plan utilizing two PART-TIME workers for one caseload has been initiated in the Boston area to relieve the shortage of social caseworkers. This experiment was designed to achieve a comparison between units, one unit composed entirely of teams and one unit, a combination of team and full-time workers. The

PART-TIME workers will receive one-half as much pay and vacation as their full-time equivalents, and promotion will require two years instead of one.

Teamwork is possible also between the younger and the more mature worker. There are work situations in suburban offices which would appeal to young women who can only be away from home during the early part of the day and to mature women, no longer obligated to home duties, during the latter part of the day. In smaller offices especially, there is the definite possibility of more economical use of talent by splitting a job that calls for two skills, such as stenography and bookkeeping, and hiring two PART-TIME girls, rather than hoping for that wonderful "Girl Friday" who often turns out to be mediocre in all her work. This affords a wider range of skills and better use of time due to concentrated effort.

Profiles of Successful *Part-Timers*

Ginny Graves

An outstanding example of the life planning approach to consider the long range future as well as the present and the immediate future, is Mrs. Dean Graves, known to her friends, associates and television audience as "Ginny". She is a special assistant on the education staff of the Junior Gallery and Creative Arts Center at the Nelson Art Gallery—Atkins Museum in Kansas City, Missouri, and has conducted a weekly television program for children for the past four years. Her community activities include working with the Junior League at the Jackson County Shelter and serving as seceretary for the Women's Auxiliary at the Crippled Children's Nursery. In addition to these activities, both Mr. and Mrs. Graves are involved in many professional and volunteer organizations in the community.

Encouraged by her husband, an architect, to participate in one activity in addition to her duties at home while her children were small, Mrs. Graves, a graduate of the Univer-

sity of Kansas with a major in Art History, enrolled in the one-year training program that the Friends of Art provide for its docents. During this year, she was also taking her pre-schooler to the creative art classes in the Junior Gallery.

Following a year of absence from the Kansas City area while her husband studied for his Master's Degree in Architecture, she returned to the Gallery in a permanent PART-TIME position. Although she is still in the same position, her duties have increased considerably during the past six years. Her activities in the Junior Gallery range from the initial teaching of young children to workshops for adult youth leaders. Last year she was actively involved in working with pre-school teachers to develop a program of sensitizing for children attending Junior Gallery classes. She also lectures to parents and adults in various schools and study groups, and writes the descriptions of creative projects to be given to parents to orient them to the program.

At this point in her life, she is actively enjoying her PART-TIME job, community interests, and family; but she is thinking of her future when there will be fewer demands on her time. Long-range plans include a Master's Degree in Education of Art History.

Mrs. Graves feels that one necessary requirement for successful participation in a PART-TIME job is the husband's approval of the endeavor. Not only has Mr. Graves encouraged his wife to pursue her interests, but he has also given her the confidence to try experimental projects. As a result of her PART-TIME career, they have both been exposed to new areas of involvement, made new friends, and have more to offer in the area of personal communications.

Another requirement is that the children must be adequately provided for. Mrs. Graves is especially fortunate because her children can share in a great deal of her work preparation at home, and can frequently attend art classes while she is teaching. She doubts that full-time work will appeal to her even when family responsibilities lessen because she takes an active interest in her husband's career as an architect, in community activities, and in her personal development.

Part-time, as opposed to full-time, work seems to be the answer for me. Working only a portion of the work-a-day allows me the luxurious pace — whether at home or at work — to creatively evaluate the goals and the progress of what I am trying to accomplish at either endeavor. The "good" life for me professionally or as a home maker, requires time for self-ness — time to think, time to dream, time to try new ideas. Part-time work allows me this luxury.

Ginny Graves

PERMANENT PART-TIME EMPLOYMENT

Sari Haenisch

An exciting but demanding PART-TIME job is held by Mrs. Ralph Haenisch, a travel consultant presently employed by Travel Management Corporation. She is on the staff in a public relations capacity and also sells travel plans to individuals and groups.

Her working schedule is flexible and can be arranged to coordinate with her family responsibilities. One of the fringe benefits that she receives after one year's employment is the option of taking one trip outside the United States and two trips within the United States for a small percentage of the full fare. In addition to these trips, which are encouraged by the company, she also accompanies the charter trips that she sells to various organizations. Her salary is dependent on commissions, but the greatest satisfaction that she receives is the enjoyment of being involved in a vast, multifaceted business which provides the challenge that is a motivating force in her life.

Following graduation from the University of Missouri—Columbia with a Bachelor's Degree in Agriculture, Sari worked for the Kansas City Power and Light Company for several years before her marriage. Her major in Textiles and her minor in Equipment made the art of demonstrating equipment for the company a "natural" for her. When her three boys, now aged six, seven and twelve, were small, she limited her outside activities to volunteer organizations and bridge—she is now a Life Master.

She organized a Spanish class for pre-schoolers which was very successful for several years. Her two youngest boys were enrolled in the class and benefited greatly from the experience.

Sari's husband, Ralph Haenisch, Market Research Director for the Western Auto Supply Company, approves of his wife's variety of interests and her family feels that Sari's PART-TIME job has been a source of fulfillment for her and enrichment for them all.

Variety is the spice of life and
no field offers more variety
than travel !!!

Lois Haenisch

Gaye Izzard

Gaye Izzard, who earned a Master's Degree from Columbia University and has an educational background in English literature, has pursued a writing and editorial career. Formerly with *Ladies' Home Journal* and *American Girl* magazines, she now works PART-TIME as writer and editor for the firm, Samuel Montague, Public Relations and for the Convention and Tourist Council of Greater Kansas City. Her working hours vary with the office work load.

Alex Izzard, Jr., Gaye's husband, who is with the Vendo Company in the Business Planning Division, approves of his wife's career and encourages her. They agree that it is an important facet in her professional development and future aspirations.

Gaye feels very strongly about her responsibility to her family. Although she has help in the care of her young son, she spends as much time as possible at home with him. She plans to adjust her schedule to his until he is in school.

Many of Gaye's friends, with a variety of talents, are interested in PART-TIME jobs, but some have not tried seriously to find one because they feel that employers in general are not amenable to the idea.

In considering her own life cycle, Gaye feels that each person must decide what is important to her. For this reason she hopes at a later time to contribute more volunteer work to the community. Currently she is a board member of the Mid-Continent Girl Scout Council serving on the Public Relations Committee, and is active in the Kansas City Chapter of the Scripps College Alumnae Association.

Ruth Margolin

Vital interest in the welfare of youth is the thread running through Ruth Margolin's life. From her undergraduate days in St. Louis when she volunteered to work at Council House, a settlement project, to her present PART-TIME job as

Part-time work is an integral part of my professional life — and I very much enjoy the work I am doing for the Convention and Tourist Council. I'll say this about being part-time writer, part-time wife, and part-time mother: you're busy!

But if you have a cooperative husband and plenty of energy, it can be done successfully. And most of the time, unless something upsets the applecart, it's lots of fun!

Faye Izzard

director of a joint Department of Labor and University of Missouri—Kansas City project, *Motivation and Self-Development of Teen-Age Girls,* Ruth has responded to the needs of young people.

Her husband's career is in social group work that involves irregular hours, often at night. Early in their marriage, Ruth decided to work PART-TIME, either on a volunteer or salaried basis, to avoid loneliness and boredom. As their three children matured, the idea of continuing her education to earn a Bachelor's Degree became more and more attractive. Her husband encouraged her in this, and after three years of PART-TIME study, Ruth attained that goal.

Part of her work in sociology was a research project concerning teen-age girls in the inner city. This study was the basis for a proposal, later funded by the Department of Labor, for the *Motivation of Teen-Age Girls* project which she now directs. Originally, the Director's job was a full-time position, but Ruth found this schedule, although rewarding, very demanding. She reduced the load to PART-TIME to achieve a better balance between her family and job responsibilities. She now works two-thirds of a full schedule and draws a proportionate salary. An attitude of family cooperation helps Ruth accomplish the things that must be done and no one complains about the things left undone. She feels that growing up in a family with a working mother is a developmental experience for children and provides a real opportunity for them to assume responsibilities.

As her family duties lessen, Ruth plans to continue working on a PART-TIME basis and also to devote some time to volunteer activities. She believes that every citizen owes something to his community and is presently active in B'nai B'rith, the Panel of American Women, and the Kansas City Mental Health Association.

Going back to school was one of the most important decisions in Ruth's life. It enabled her to move out of the pattern of middle class suburban life and broadened her circle

I find part-time employment a meaningful and fulfilling involvement in contemporary society..... and I want to be involved!

Ruth L. Margolin

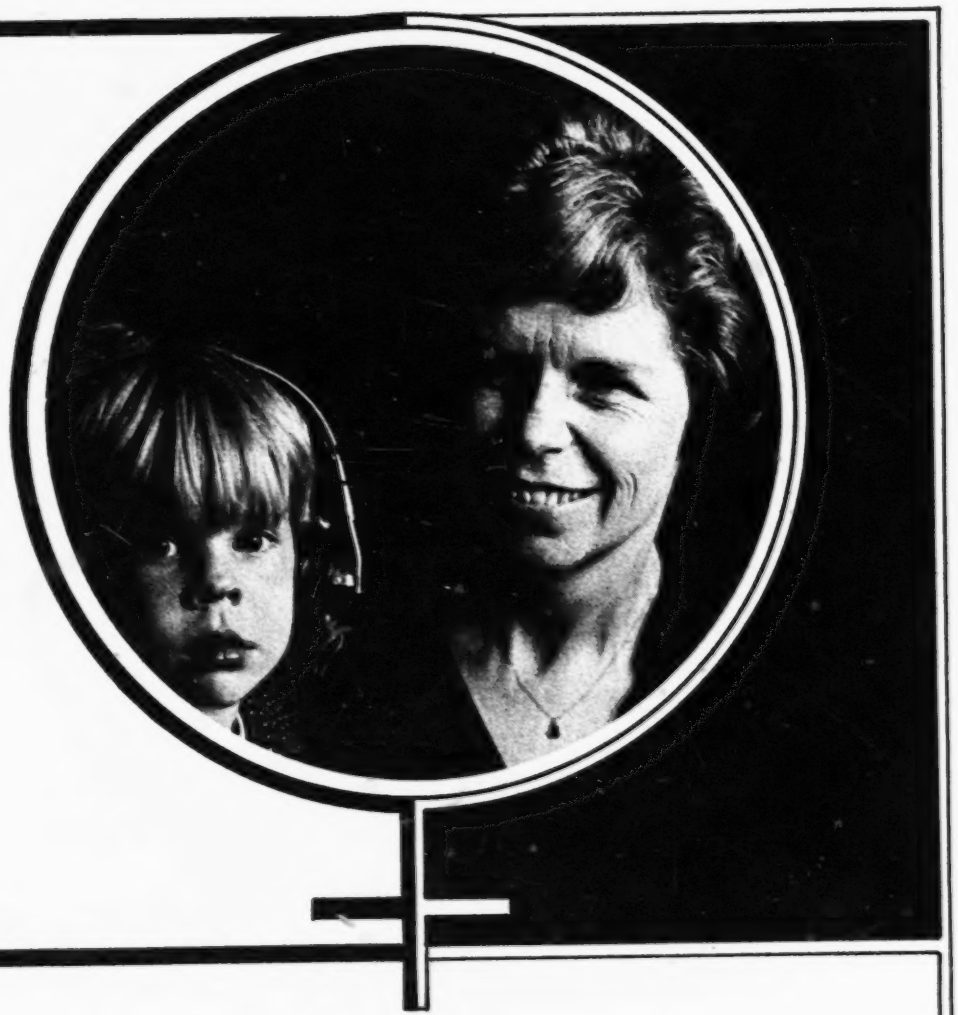
of friends. She is enrolled in graduate school and expects to continue her program of work and study indefinitely. Because of the great benefits she feels have been hers through continuing education, Ruth stresses the need for counseling services for mature women.

Jane Omer

Membership on the Board of the County Library, in the League of Women Voters, Tomahawk Players and PTA—are samples of the volunteer activities that kept Jane Omer busy while her children were small. She also enrolled in non-credit courses at the University of Missouri - Kansas City. When her youngest child was sixteen, she began advanced study that earned a Master's Degree for her in Education for the Deaf from the University of Kansas. She received this degree as her son was awarded a Bachelor of Science degree from the same University.

While doing her graduate work in Audiology, Jane worked PART-TIME in an office at Kansas University Medical Center. After gaining experience as a teacher of children with impaired hearing, Jane returned to the Medical Center to work in the development of the Parent-Home Center. Here she teaches parents to communicate with their hearing-impaired pre-school children. This can greatly reduce the lag these children experience when they begin school. At the Parent-Home Center, she is one of four PART-TIME teachers who work twenty hours a week at a salary proportionate to the full-time scale.

Jane finds that her friends who are working PART-TIME, like herself, are involved with civic and family responsibilities as well. Many are in jobs which have been developed, at least in part, by themselves. Jane feels more women would welcome PART-TIME work if they were aware of the opportunities in the fields of health and education.



There are many ways one can live her life. I would like to sample as many of these as possible.

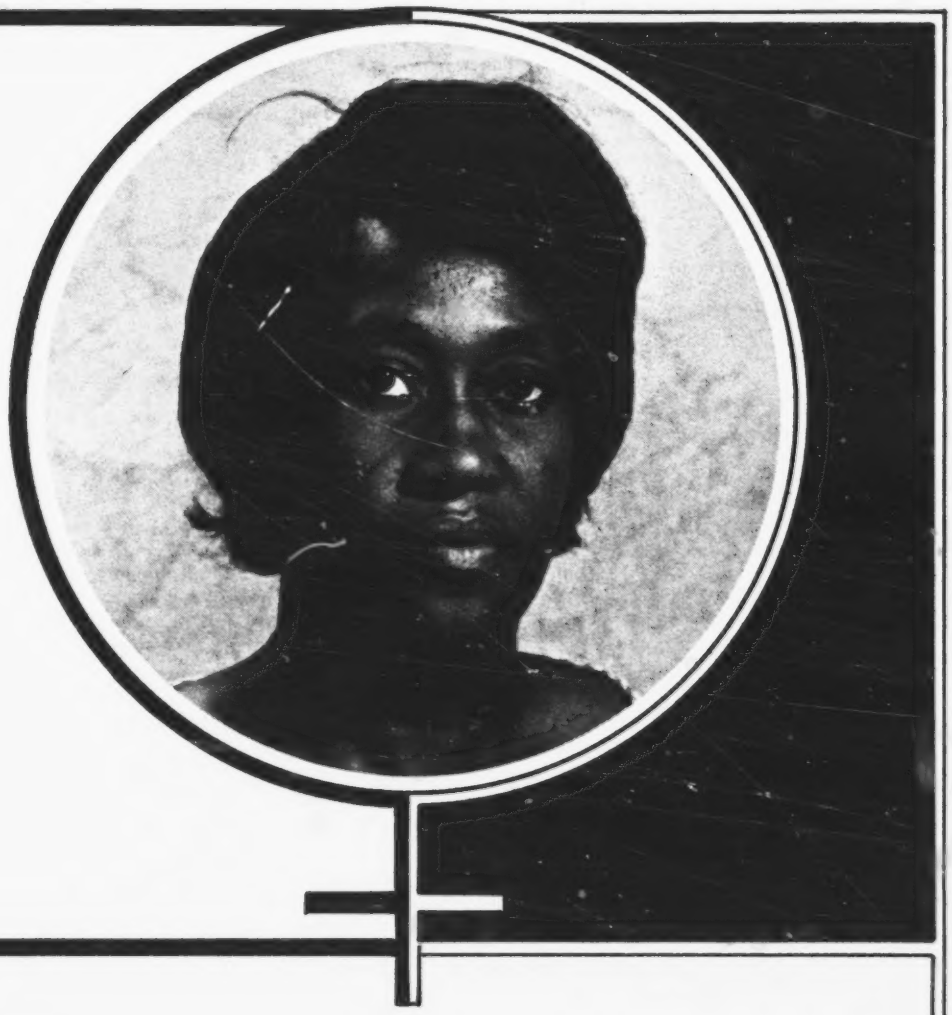
Jane Omer

PERMANENT PART-TIME EMPLOYMENT

Veola Stanley

Concern for children's development has had a guiding role in Veola Stanley's life. After she graduated from high school, her interest in teaching led her to enter junior college with a view to a degree in elementary education. Although circumstances prevented her from completing her work at that time, she has since devoted many hours to teaching children in various situations. Veola, the mother of two children, now aged eleven and five, taught primary classes in Sunday School for five years and was also active in volunteer organizations, including PTA and the United Campaign.

Interest in the Head Start program led to her present position as a teacher's aide for a Head Start class at Banneker School—a position she has held for three years. During the school year, her normal working hours are from 8:00 A.M. to noon. Currently, the program is being offered through the summer months, and in addition to the four hours in the classroom, Veola spends two hours each day in the field, interviewing parents of children eligible for Head Start.



I think Part time work is helpful in some ways, because it does give you more time to be at home with your children, and at the same time you are helping some one elses Children also.

Veola Stanley

Future Patterns in Part-Time

Occupational Development

Today almost 29 million women are in the labor force; by 1980 there will probably be more than 36 million. The need for increased family income to meet the higher costs of educating children, health care, and the wider variety of goods and services considered essential to the American standard of living, leads more and more women to seek paid employment.

Since 1950, the growth of PART-TIME employment for women has been even more dramatic than the growth of full-time employment for women, which has shown a steady increase since 1940. Since 1960, PART-TIME has become an acknowledged concept of employment and an integral part of the life style of the American woman.

The geographic pattern of PART-TIME will change also as it becomes more prevalent throughout the nation. Various organizations will become active in the development of PART-TIME opportunities for women. Educational institu-

tions, professional organizations, unions, employment agencies and state employment services will join in the effort to provide opportunities for women to participate in society at their most productive level.

Rapid growth of metropolitan suburbs accounts for increasing PART-TIME employment opportunities for women. The extended hours and special services offered by banks, retail stores, dry cleaners and others to accommodate suburbia, depend on PART-TIME help. The following examples illustrate PART-TIME job potential:

Special services offered by banks and retail stores are many and varied. In addition to extending hours for the convenience of suburban residents, services to individuals and groups have also been expanded. Personal money management departments have been added in many banks to assist the individual in the time-consuming task of paying monthly bills.

The personnel director of a prominent bank in Kansas City, Missouri, states that the lock-box section has grown to 30 employees from its inception a year ago. This section is for the convenience of large companies—oil companies, gas companies, etc—whose payments for customer services go directly to the bank and are deposited to the firm's account, thus relieving the company of this particular responsibility. Some banks are utilizing their computers in a "shared time" plan with smaller organizations that do not have data processing centers.

Retail stores have extended their shopping hours as well as the "shop-by-phone" hours, with the latter operating on a 24-hour basis in some cities.

Recreational facilities such as bowling lanes and movie theaters are now open 24 hours a day in some areas. Supermarkets and service stations operate on a 24-hour schedule in many cities—all necessitating an increased number of employees. It has been suggested that schools be utilized 24

hours a day to provide additional educational opportunities for all.

Better utilization of talent will be made in the future. The concept of utilizing two PART-TIME employees with the same skill or complimentary skills, existing in an irregular pattern at present, will increase in many professional and para-professional areas. This will help to relieve the critical shortage projected to increase considerably in the future.

Two Vital Supports for Part-Time Workers

Day-Care Centers

Day-care centers, especially organized to care for the children of working mothers, date back as far as 1854, when one was opened as a service of the Nursery and Child's Hospital in New York City. The idea spread in underprivileged neighborhoods and other centers opened in connection with settlement houses.

Day-care services are of major importance to PART-TIME employment of women because they provide a needed resource AND because in many instances, they provide employment opportunities. The following quotation emphasizes this need and implies the manifold PART-TIME job opportunities that will be generated.

Maya Pines, author of *Revolution in Learning—the Years from Birth to Six,* states that ". . . more than four million pre-schoolers have mothers who work, including 1,600,000 children under the age of three." Attention is being given to this problem but a tremendous effort is needed to make an impact. It is estimated that licensed day-care facilities are available for less than 350,000 children. In June of 1967, the Women's Bureau of the Department of Labor issued a report in which Mary Dublin Keyserling, Director of the Bureau commented that ". . . the shortage of day-care

services and facilities can be met only if government at all levels, labor, management, child welfare and day-care organizations, proprietary groups, and others embark on large scale programs to provide good facilities—whether in day-care centers or family homes—for all children who need them."[9] Chart III, page 52, shows the present child-care arrangements of working mothers, with children under fourteen years of age.

While child-care for the economically disadvantaged is the most obvious need, there are neglected children at all economic levels. The Child Welfare League of America and the United States Children's Bureau have set standards designed to meet the needs of children and their families in all catagories of day-care. Katherine Oettinger, former Chief of the United States Children's Bureau and now, Deputy Assistant Secretary for Family Planning and Population, in an editorial for *Parent's Magazine* says, "The urgency of this need is reflected in the sharp acceleration in the spending of public child welfare funds for direct care of children. This rose from 200,000 dollars from Federal sources four years ago to 12,100,000 dollars last year from Federal, State and local funds."

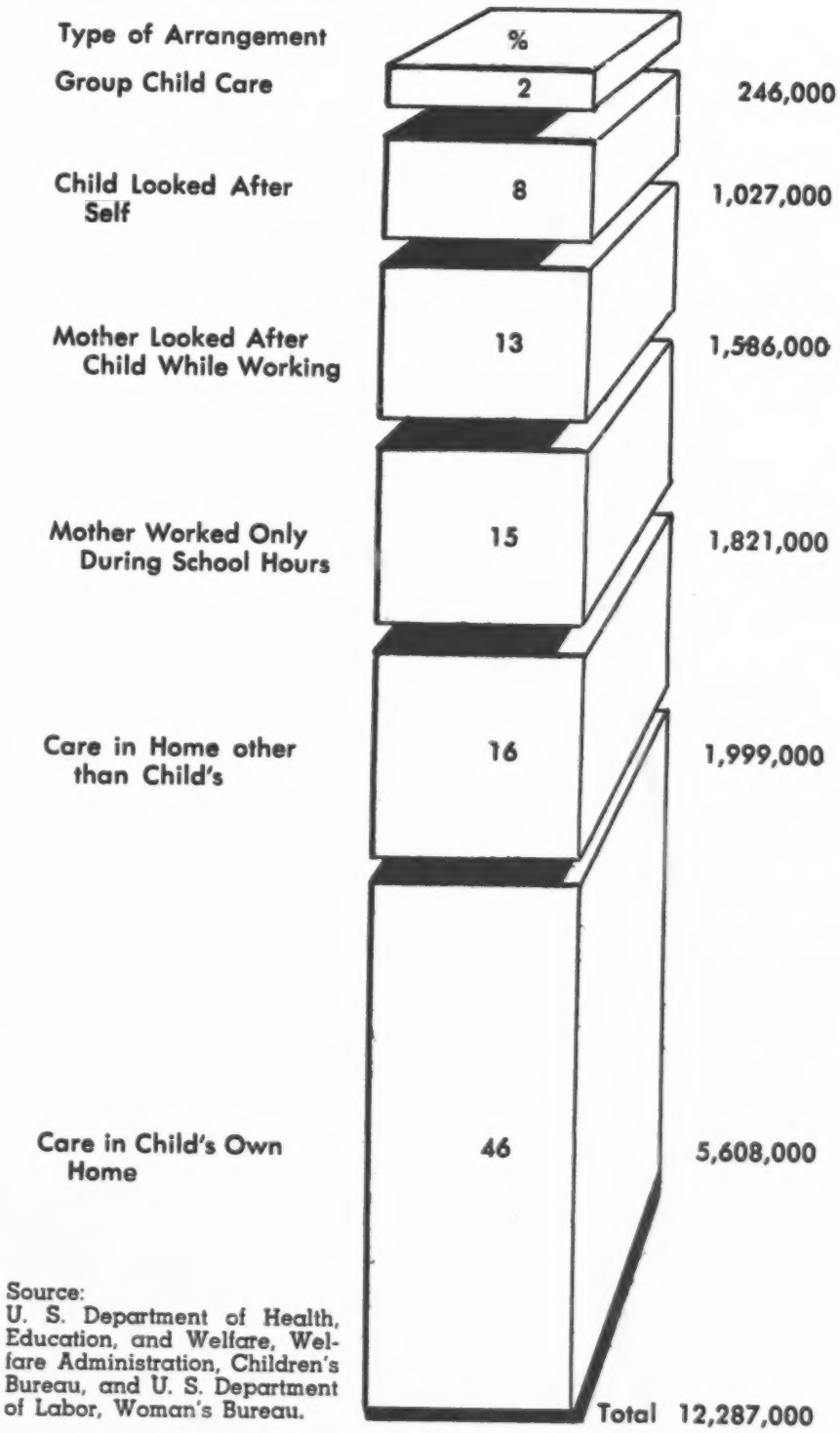
Malcolm Host, director of four Houston, Texas, day-care centers, feels that day-care centers today are in the same position as to growth and acceptance that kindergartens were fifty years ago. The Houston centers have been excellent examples of the kind of care so urgently needed by children in every city. Malcolm Host says, "A great many people associate day-care centers with slum dwellers, welfare cases and pious do-gooders. They feel the problem will never touch them. But they're wrong. Day-care centers now are middle class."[10]

[9]"A Consultation on Working Women and Day Care Needs." Women's Bureau, U.S. Dept. of Labor, June, 1967, p. iii.

[10]Houston Day-Care Centers. J. Robbins and J. Robbins. Ladies Home Journal, July, 1966.

Chart III

CHILD CARE ARRANGEMENTS



Source:
U. S. Department of Health, Education, and Welfare, Welfare Administration, Children's Bureau, and U. S. Department of Labor, Woman's Bureau.

Mrs. Richard Lansburgh, president of the Maryland Committee for the Day Care of Children, shares the same concern, and sees the tragedy of neglected children as a threat to the country as a whole. Mrs. Lansburgh points out that new research in sociology shows that the first years of life are crucially important. "Children don't wait to become delinquent or disturbed until they are in their teens."[11]

The Amalgamated Clothing Workers of America was a pioneer among unions in developing day-care centers. It was seen as a solution to the problems of absenteeism of working mothers. Mr. Samuel Nocella, International Vice-President of the Union, emphasized that industry, while encouraging women to work, has ignored the problems they encounter when employed. He expects that the Amalgamated Clothing Workers will operate the largest group of child care centers in the country.

A most recent approach to day-care centers has been developed by the KLH Research and Development Corporation of Cambridge, Massachusetts. Dr. Henry Morgan, while president of the company, became aware of the problems for women workers stemming from inadequate day-care arrangements. He asked his wife to consider the problem and she developed a plan modeled after private cooperative nursery schools. Parents automatically become members of the non-profit corporation, KLH Child Development Center, Inc. when they enroll their children in the day-care center. Tuition is paid on a sliding scale, based on ability to pay.

The Center is operated by a professional director who is responsible to a board elected from the parent-members of the non-profit corporation. This board is actively involved in planning and operating the program. Although a substantial contribution has been made by the firm that the Center serves, control is in the hands of the parents. This

11"A Blue Print for Day Care Action." G. Gibson. Ladies' Home Journal, September, 1966.

must be understood as an underlying principle of the project.

KLH, which has provided both entry training and training for upgrading, has recently established an MA-3 training program under the Manpower Development and Training Act. Employment opportunities will be coordinated with the child-care project. The company feels that industry must share in the task of helping people find and keep jobs. This experiment in work-related child-care is a most significant step.

Counseling and Communication Centers

Another vital support, counseling and communication centers are gaining acceptance and making a valuable contribution to the solution of employment and related problems of working women. Several of these centers specialize in the development of and referral to permanent PART-TIME positions.

Washington Opportunities for Women, mentioned in Chapter II, finds great demand for and interest in its Information Center that furnishes current material concerning PART-TIME opportunities in numerous occupational fields. Women who want further assistance in the job market are encouraged to consult with the United States Professional Placement interviewer. At the present time, WOW has offices at the same location as the District of Columbia Professional Placement Office.

The New York State Employment Service has broadened the scope of its Professional Placement Center to include a Career Planning Unit. Its concerns are to secure employment opportunities for entry workers in the professions and provide counseling service for recent college graduates.

Universities and colleges have led the way in some urban areas in establishing counseling centers and providing training workshops. Although a few limit the service to their graduates, others extend services to the entire community.

An outstanding example is the Greater Miami Council for the Continuing Education of Women, Inc. This is a free community service, open to all the women of the area. While the primary purpose is to encourage women to continue their education at all levels, Workshops, Employment Forums and Career Days are also presented throughout the year. The Council's Newsletter, *Cue,* devotes a page in each issue to career information.

The Alumnae Advisory Center, Inc., in New York City, is a non-profit organization of about fifty member colleges that acts as a liaison between applicants, employers, colleges and community groups. Its counseling and placement services are limited to college women in the area.

Oakland University, Rochester, Michigan, combines counseling and education for mature women with a day-care center in their Continuum Center so that small children may be supervised while their mothers attend classes. The goal is to create a flexible framework that will afford maximum enrichment of parent and child and therefore, of society.

Not only must these efforts be expanded but career counseling should be made a regular part of high school work in the public education system. Girls may plan to combine both schoolwork and, later, homemaking with PART-TIME work. In speaking of the relationship between public education and manpower development, Mr. Marvin Feldman, a program officer of the Ford Foundation, stressed the importance of continuing assessment and analysis of individual progress and potential.[12] He suggests that United States Employment Service Placement officers could work with public schools—high schools, vocational and technical schools and community colleges—so that actual job placement would replace job referral. Such Employment Service officers could develop significant PART-TIME opportunities that would permit young women with limited financial resources to continue their education.

[12]*Public Education and Manpower Development.* Ford Foundation, New York, 1967.

John W. Macy, Jr., Chairman of the Civil Service Commission has said that increased employment of women is an economic necessity. To implement this, he said, "The most urgent need right now is for counseling of girls in high school and in college. We need to get them to thinking about what they are going to do with those 26 extra years that have been added to women's average life expectancy since the turn of the century to identify and develop their best talents and strongest interests so as to prepare themselves for something more productive than just a few years of relatively low-paid employment. . . . We must get new understanding of the problem across to the whole spectrum of society and to girls in school and college and to their parents, to mature women, to educators and employers, and to men in general."[13]

Women tend to drift into whatever job is easily available with little thought for their own potential. The expectation of a little money now tends to banish the idea of the much greater rewards that might follow some research into job openings and retraining possibilities. For the many women who lack the courage to approach the world of work on their own, and for young girls who are afraid to aim too high, counseling and communication centers can eliminate wasted years.

13"Jobs for Women a Necessity, No Favor to Them, Macy says." *The Government Employee's Exchange,* June 12, 1968, pp. 1 and 6.

Development--
A Two-Fold Problem

Labor Department statistics indicate the inadequacy of opportunities for PART-TIME employment. The Women's Bureau of the Department of Labor reports that in 1967, approximately one-fourth of all unemployed persons were looking for PART-TIME jobs.[14] The great majority of these were women eighteen years of age or over who wanted a permanent place in the labor force. There is reason to believe that many more preferred PART-TIME work but felt that such jobs were not available. Aggressive efforts and informal educational and consultative activities can change this picture. These efforts involve employers, the Employment Service and the participation of training institutions and supportive services.

Employer Efforts

The employer's approach to maximum personnel efficiency may be based on a study of work loads from a PART-

[14]U.S. Department of Labor, *Part-Time Employment of Women*, Women's Bureau (Washington, D. C.: Government Printing Office, April, 1968), p. 3.

TIME point of view. Critical analysis of job descriptions often suggests new methods of utilizing personnel resources. Certain skills may not be needed for the full work period. In such cases, one or more PART-TIME employees, each supplying one of the special skills required, may be more efficient and less expensive than a full-time worker who attempts to do both jobs. The "splittable" job is not only a possibility but an advantage. This technique can result in increased availability of employees, improved quality of applicants, increased efficiency and greater variety of services attainable within a set budget. Of course, not all jobs lend themselves to division but the discovery of even a few of them makes job analysis a worthwhile investment. A form similar to the assessment guide on the following page is useful in determining the value of PART-TIME jobs.

In-house training of supervisors can be most effective in creating a favorable climate for development of PART-TIME jobs. Full-time staff must also be introduced to the potential of PART-TIME as their acceptance is important to its success. A large organization will need to make careful preparation to avoid misunderstanding and to insure cooperation of full time staff. Traditional attitudes concerning division of responsibilities, work schedules and proportional benefits will be encountered and must be dealt with in a thoughtful and orderly fashion. Printed materials, staff meetings and supervisory conferences utilizing examples from organizations with successful PART-TIME programs will be helpful.

Serious efforts to develop PART-TIME employment programs must be evaluated regularly. Such an evaluation will be concerned with:

—motivation of women who seek PART-TIME

—productivity of the PART-TIME worker vis a vis full-time

—acceptance of PART-TIME by the full-time personnel.

7

Guide for Assessing Part-Time Job Potential

An overview of organization to determine positions where:

1. A full-time salary is being paid for less than a full-time work load.

2. A need exists for an additional or specialized skill on less than a full-time basis. Use percentage information in the table below.

Job Requirement	Skilled	Unskilled	Professional	Semi-professional
Regular Work Load	%	%	%	%
Peak Periods	%	%	%	%

3. A short schedule, second shift would increase productivity per machine used.

4. More efficient use of personnel would result from extension of normal working hours; for example, early opening of the mail room or later hours for order fillers.

5. Heaviest work load is regularly repeated on certain: hours_____ days_____ weeks_____ months_____.

6. The use of two half-time positions in tedious jobs would reduce high turn-over rate.

Recommended by _____

Department or Section _____

Professional journals and meetings will provide opportunities to exchange information and further evaluate the Permanent PART-TIME employment trend. Development of these positions and flexible scheduling are on the agenda of increasing numbers of business and industrial organizations and all signals are go.

Employment Service Efforts

As the most far-reaching agency concerned with the labor force, the United States Employment Service can effectively promote greater employment for those who wish to work on a PART-TIME basis. Its structure has expanded and shown flexibility in meeting demands unheard of even a decade ago. This ability added to its insight into employment problems in general, insures the success of the Employment Service in developing PART-TIME employment opportunities. Specific steps in this effort include:

Publicity

Publicity, constant and far-reaching, may well be the cornerstone for developing PART-TIME jobs. Radio and television publicity, either spot announcements or at scheduled times, may be directed to employers and job applicants. Job descriptions on television reach many people who are invited to call the Employment Service office for details. Special staff arrangements are made in many cities, including Atlanta, Georgia; St. Louis, Missouri; and Washington, D.C. to receive telephone calls at the time of the broadcast. Applicant interest may be encouraged with use of animated illustrations or photographs of typical job settings coordinated with job descriptions on television.

Occasional television programs on a nation-wide basis would introduce PART-TIME on an important scale, and local offices would then gear their promotion to these programs. In panel discussions presented to television audiences, PART-TIME possibilities in both specific and general terms

could be explained by employers, management consultants, Employment Service representatives, and counselors. This is the kind of promotion that is needed to fix the idea of PART-TIME employment in the minds of personnel officers and applicants.

Regular mailing campaigns of promotional material are routine in many Employment Service offices. A vacation schedule for the convenience of planning and scheduling employee vacations is a form of promotional material which has been sent to employers in Atlanta, Georgia. Flyers are sent by the Employment Service office in many cities to local employers to alert them to new sources of personnel and services available to them.

In some cities, the importance of PART-TIME employment is emphasized by a special PART-TIME classification in the "Help Wanted" sections of the newspapers. Expanded news coverage of PART-TIME employment in local newspapers will help promote PART-TIME. A feature article describing the "PART-TIME Employer of the Month" may arouse interest in the creation and expansion of PART-TIME opportunities.

Employment Service offices responding to a nation-wide survey express the need for informing the public of these possibilities.

Group Interaction

The need for emphasis on development of PART-TIME job opportunities can be examined at Employment Service staff meetings. Particular ideas and viewpoints will depend on local employment situations. However, in view of the Department of Labor statistics, no one can doubt the importance of bringing qualified women into the labor force in PART-TIME positions.

An exchange of PART-TIME information between offices would be a valuable addition to local and regional

IAPES* meetings. The Gateway Chapter of the Kansas IAPES recently devoted an annual meeting to the development of permanent PART-TIME employment opportunities. A panel of representatives of the Employment Service, employers, labor unions and educational institutions discussed both the advantages of, and the deterrents to, PART-TIME employment. The panel provided an opportunity for better exposure of employer needs and attitudes and Employment Service programs and services.

A workshop for employers was presented recently in Atlanta, Georgia, by the Georgia Department of Labor in cooperation with Atlanta Employers' Voluntary Merit Employment Association and the Atlanta Chamber of Commerce. The one-day program was designed to assist employers in metropolitan Atlanta in effective utilization of available manpower resources. Detailed information on existing manpower resources and supportive services was given in booklet form to serve as a ready reference for the employer.

In small group meetings with employers and Employment Service representatives, specific problems and solutions can be discussed. The Employment Service representative, convinced of the value of PART-TIME work schedules, can often find, within the existing personnel framework, situations adaptable to PART-TIME which had not been obvious to the employer. The idea of job dilution in which routine tasks are separated from skilled and professional jobs can make a PART-TIME worker a distinct economic advantage.

Group meetings for women interested in working PART-TIME are offered occasionally by educational institutions in their Continuing Education Departments. Often these take the form of one-day seminars designed to orient women to the working world, to inform them of employment possibilities and training programs, and to assist them in life-planning decisions.

*International Association of Personnel in Employment Security.

A one-day seminar for women "Women . . . Work . . . Why" was held at the University of Missouri—Kansas City in the fall of 1967. Special workshops were devoted to the problems and possibilities facing women who wish to enter the job market. A panel consisting of a sociologist, a psychologist, a marriage counselor and one of the area's top personnel men discussed the sociological status of working women, the psychological aspects of the women leaving the home and the needs in industry for women.

The idea of interesting other organizations in the development of PART-TIME employment has been advanced by several Employment Service offices. Chambers of Commerce and fraternal organizations — Lions, Kiwanis, and others — can promote the PART-TIME image among their members. Business and Professional Women's Clubs are in a position to sell the idea of PART-TIME within their membership. These organizations are channels by which the "PART-TIME Story" can be carried into many firms and industries.

Part-Time Specialists

The utilization of a full-time employee as a PART-TIME Specialist in Employment Service offices has been an important factor in the growth and acceptance of PART-TIME in some areas of the country. This is especially true in offices where two staff members work together in the development of PART-TIME—one, in the Employment Service office with the applicant and the other in the field acquainting employers with the availability of PART-TIME employees. The development of PART-TIME employment opportunities and the recruitment of available applicants must be done concurrently to be most effective.

An important facet in the development of PART-TIME by the Specialist is the preparation of promotional materials for all media—radio, television, newspapers, including suburban weekly papers, and weekly newsletters to employers listing a variety of available PART-TIME skills. The promo-

tional material might include a profile of an employer who has successfully incorporated PART-TIME personnel in his organization. Individual profiles of employers might occasionally be presented as a spot announcement on radio or television or as a feature article in the newspaper.

The conference room in the Employment Service office might be offered to various groups of employers to enable successful employers of permanent PART-TIME personnel to explain the methods used in combining full-time and PART-TIME employees.

Because the development of permanent PART-TIME opportunities is basically one of selling an idea, the PART-TIME Specialist is in a position to effect great changes in the future of permanent PART-TIME employment for women—changes that will greatly affect the life of the new American woman.

Mobile Units

Mobile units have been used effectively in many areas of education, government and social service. Accessibility of services, materials and information, convenience in securing the services, and a minimum of expense involved in transportation and baby-sitting fees are the principal benefits gained from the use of mobile units in suburban and rural areas. Many interested persons and groups who otherwise could not avail themselves of these services have the opportunity to do so if they wish.

The expansion of the use of mobile units by Employment Service offices may be an important means of increasing the supply of applicants for permanent PART-TIME employment by providing the information about the local labor market to suburban residents. The units might be located in parking areas of suburban shopping centers on designated days with advance publicity in flyers, neighborhood newspapers, and other media directed to the homemaker. A schedule could be maintained for regular visits to all surrounding shopping areas with a minimum of expense and

personnel beyond the initial cost of the unit. The service would be equally beneficial to area employers who often have personnel problems arising from inadequate transportation to suburban locations.

A similar method of reaching the suburban and rural residents would involve temporary Employment Service offices located in the mall of the shopping centers. These again would provide the convenience necessary to encourage possible applicants to consider a PART-TIME job.

Awareness of such services offered by the Employment Service is vital to successful development of permanent PART-TIME employment opportunities for girls and women.

Skill Banks

The idea of the Nurse Registry can be adapted to other skills that are in short supply. The Employment Service PART-TIME Specialist can develop Skill Banks and encourage applicants through promotional advertising and direct mailings. This could be effective in such fields as accounting, teaching, and secretarial work.

As these resources are developed, employers must be made aware of them through appropriate publicity and in interviews with Employment Service representatives. The Employment Service representative can assist employers in setting up work schedules to accommodate PART-TIME workers who have the skills needed.

Career Planning Unit

Units similar to the Career Planning Unit in the Professional Placement Center of the New York State Employment Service can do a great deal to promote the concept of PART-TIME work for educated young women. The idea of keeping up with their professions by working on a short schedule while they have other responsibilities appeals to

many highly educated young women who want careers along with marriage and motherhood.

A study is currently being made of "The Access to Technical Careers in the West Coast Region of the United States."[15] The study has two important aspects: first, the collection of facts concerning educational and career opportunities available to women in technical fields, the actual need for women to enter these fields, and the response of women to this need; second, the reason why so few women study or actually go into technical careers. The latter involves social and cultural factors, the opportunities for employment, educational preparation, and the employment of mass communication media to make women aware of the opportunities and to make such careers socially acceptable. The study will also investigate permanent PART-TIME employment opportunities presently existing for women engineers and technicians in the organizations responding to the questionnaires.

The report of their findings will be used in conjunction with the reports from three similar studies (Rumania, India and the United Arab Republic) as a basis for a UNESCO publication on the subject. Information gathered from questionnaires to date indicates that PART-TIME opportunities for women engineers and technicians exist in greater numbers in larger organizations. (Those surveyed varied from 24 employees to 12,500 employees.) The largest organization responding to the questionnaire, employs 13 PART-TIME engineers, 2 PART-TIME programmers, and 11 PART-TIME draftsmen.

Educators and manpower specialists are concerned about the waste of human resources represented by women with scarce technical skills who are not pursuing the careers for which they have been trained. Career counseling could alle-

[15]Irene C. Peden and Helen L. Bee, "The Access to Technical Careers in the West Coast Region of the United States," Current UNESCO Study, University of Wishington, Seattle, Washington.

viate this problem by helping young women plan for PART-TIME employment when it is expedient.

The services of the Career Planning Unit should not be restricted to the professional level, nor to young persons. The extensive training or experience required for an increasing number of jobs, demands more counseling for all applicants. The fact that most people will need to change their occupation at various stages in their working lives means that assistance in career planning may be needed at any age.

Conclusion, A Challenge

The barriers have been broken.
Permanent PART-TIME jobs do exist.

Proportionate pay and benefits for PART-TIME employees are accepted policy in selected employment settings in business, industry and government. Permanent PART-TIME employment opportunities are particularly important for women who:

—want to work while their children are in school
—want to work to retain and update professional and technical skills in a field requiring specialized training.

Imaginative use of these PART-TIME workers can provide intelligent solutions to labor shortage problems.

Expansion of educational and job development activities must be accelerated by resolute trail breakers. These trail breakers are to be found in personnel departments and in the Employment Service. Their tasks are as follows:

Conduct of educational activities with business and industry as well as staff members of schools, and business and professional administrators. Seeds planted at this point can insure PART-TIME job consciousness at beginning managerial levels.

Intensified education efforts with Employment Service staff. Supervisory training and specialized seminars dealing with the problems and challenges of permanent PART-TIME employment can be planned and later evaluated in terms of job development and satisfactory placement. In this way, the Employment Service can reach out to the community and involve increasing numbers of employers in PART-TIME enterprise.

Encourage and sponsor workshops which focus on personnel procedures and supervisor orientation which enhance the status and understanding of PART-TIME jobs in individual companies.

Finally, the Employment Service can point the way by developing in-house models of PART-TIME employment and publicize its advantages within the Service and in the community.

Community consciousness is also trail-breaker business. This means orderly promotion of day-care centers as supports for women desiring PART-TIME employment. It is time to stop excluding persons—there is nothing magic about the forty hour week. Committed trail breakers can help to replace obsolete traditions with realistic approaches for today.

ILLUSTRATIONS —

Map I	Location of Educational Programs and Services for Women in the United States	17
Map II	Location of Vocationally Oriented Services for Women in the United States	19
Chart I	Life Cycle Chart	9
Chart II	Percentage of Employers Offering Proportionate Benefits, by Industry	26
Chart III	Child Care Arrangements of Working Mothers with Children Under Fourteen Years of Age	52

SELECTED BIBLIOGRAPHY

BOOKS

Albrecht, Margaret. *A Complete Guide for the Working Mother.* Doubleday & Co., 1967.

Farber, Seymour M., and Wilson, Roger H. L., editors. *The Challenge to Women.* New York: Basic Books, Inc., 1966.

Ginzberg, Eli, and Associates, *Life Styles of Educated Women.* New York: Columbia University Press, 1966.

Lembeck, Ruth. *380 Part-Time Jobs for Women.* New York: Dell Publishing Co., 1968.

Scofield, Nanette E., and Klarman, Betty. *So You Want to Go Back to Work!* New York: Random House, 1968.

Weisl, Reyma; Fleming, Jane; and Janney, Mary, editors. *Washington Opportunities for Women, a Guide to Part-Time Work and Study for the Educated Woman.* Washington, D. C.: Robert B. Luce, Inc., 1967.

Winter, Elmer. *Women at Work, Every Woman's Guide to Successful Employment.* New York: Simon & Schuster, 1967.

GOVERNMENT PUBLICATIONS

U. S. Department of Labor. *Background Facts on Women Workers in the United States.* Washington, D.C.: Government Printing Office, 1967.

U. S. Department of Labor. *Continuing Education Programs and Services for Women.* Washington, D.C.: Government Printing Office, 1968.

U. S. Department of Labor. *Fact Sheet on the Changing Patterns of Women's Lives.* Washington, D.C.: Government Printing Office, March 1967.

U. S. Department of Labor. *Working Mothers and the Need for Child Care Services.* Washington, D.C.: Government Printing Office, June 1968.

U. S. Department of Labor. *1965 Handbook on Women Workers.* Washington, D.C.: Government Printing Office, 1966.

U. S. Department of Labor. *Negro Women in the Population and in the Labor Force.* Washington, D.C.: Government Printing Office, 1967.

U. S. Department of Labor. *Part-Time Employment of Women.* Washington, D.C.: Government Printing Office, April, 1968.

U. S. Departmet of Labor. *Underutilization of Women Workers.* Washington, D.C.: Government Printing Office, 1967.

U. S. Department of Labor. *Women's Part-Time and Part-Year Employment Patterns in the United States.* Washington, D.C.: Government Printing Office, 1966.

Conference Proceedings

Exploding the Myths, Report of a Conference on Expanding Employment Opportunities for Career Women. University of California Extension, Los Angeles, California, Dec. 3, 1966. Washington, D.C.: Government Printing Office, 1967.

Consultation on Working Women and Day Care Needs, U. S. Department of Labor, June, 1967. Washington, D.C.: Government Printing Office, 1968.

Institute, *Human Resources Development through Part-Time Employment of Girls and Women.* University of Missouri - Kansas City, November, 1967.

Institute, *Development of Permanent Part-Time Employment Opportunities for Girls and Women.* University of Missouri - Kansas City, February, 1968.

New Patterns of Employment. Conference Workshop, University of Michigan, March, 1966.

Pamphlets

Cooper, Joseph D. *How to Make Extra Money in Your Spare Time.* Garden City, New York: Nelson Doubleday, Inc., 1963.

Dapper, Gloria and Murphy, Judith. *Part-Time Teachers and How They Work.* Report by Catalyst in Education, Catalyst, 55 East 92 Street, New York, N. Y.: 1968.

Feldman, Marvin H. *Public Education and Manpower Development.* New York, New York: Ford Foundation, June, 1967.

Appendix

PERMANENT PART-TIME EMPLOYMENT

QUESTIONNAIRE I

UNIVERSITY OF MISSOURI - KANSAS CITY
DIVISION FOR CONTINUING EDUCATION

PERMANENT PART-TIME EMPLOYMENT OPPORTUNITIES FOR GIRLS AND WOMEN

1. Please check the levels of employment in which Part-Time opportunities for girls and women are presently offered by employers or requested by applicants.

Level of Employment	*Offered by Employers*	*Requested by Applicants*
A. Professional	_____	_____
B. Semi-professional	_____	_____
C. Sales	_____	_____
D. Temporary help	_____	_____

2. Please list the type or name of industries that presently have successful Part-Time employment programs for girls and women in your community.

_____

3. Are efforts presently being exerted by your office to develop or expand Part-Time employment opportunities for girls and women?
   A. Yes_____ No_____
   B. By whom? (title) _____
   C. In what ways? _____

4. Are there other employment agencies in your city which process a significant amount of Part-Time job opportunities?
   A. Yes_____ No_____
   B. If yes, please list name and address of agencies.

5. What method do you feel should be utilized to introduce employers to the advantages of Part-Time opportunities for girls and women?
   A. Employer group sessions with employment service personnel. _____
   B. Individual interviews of employers with E. S. personnel. _____
   C. Other (specify) _____

6. Please share any other ideas you have on the development of Part-Time employment opportunities for girls and women.

Local office_____Date Completed_____
Title of person responding_____

QUESTIONNAIRE II

THE DEVELOPMENT OF PERMANENT PART-TIME EMPLOYMENT OPPORTUNITIES FOR GIRLS AND WOMEN

1. Approximately how many girls and women do you employ?____
2. What percentage of these employees work less than 35 hours weekly?_____
3. Please state the approximate number of Permanent Part-Time employees you presently have at each of the following levels.
   Professional and Technical____ Sales workers _____
   Managerial and Supervisory___ Operatives and kindred workers____
   Clerical and kindred_____ Service workers _____
4. On what basis are the following employee benefits offered to Part-Time personnel?

	Same as full time	*Proportionate*	*None*
Health and Accident Insurance	_____	_____	_____
Life Insurance	_____	_____	_____
Retirement	_____	_____	_____
Paid Vacation	_____	_____	_____
Sick Leave	_____	_____	_____

   Other (specify) _____
5. What method do you feel should be utilized to introduce other employers to the advantages of Permanent Part-Time opportunities for girls and women?
   A. Employer group sessions with Employment Service Personnel_____
   B. Individual interviews of employers with E. S. Personnel____
   C. Other (specify) _____
      _____
6. Would you be willing to co-operate in a project designed to explore Part-Time employment opportunities? Yes____ No____
7. What do you feel are the deterents to the development of Permanent Part-Time opportunities?
8. What are the advantages derived from the use of Permanent Part-Time personnel?
9. Please share any other ideas you have on the development of Permanent Part-Time employment opportunities for girls and women.

Name_____
Title_____
Company or Corp_____
Number of Employees: Full time_____ Part time_____

SURVEY INSTRUMENTS

Employment Service Questionnaire I

Sent to Employment Service Offices in all cities of 100,000 population or over in the United States and to offices in cities of 10,000 to 100,000 population in two selected states.

Employer Questionnaire II

Circulated in ten cities of largest population in the United States, and in ten cities approximately 100,000 in population, to representative firms in the following areas of employment: 1) Banking, 2) Communications, 3) Utilities, 4) Retail Sales, 5) Educational Institutions, 6) Health Field, 7) Air Transportation, 8) Governmental Institutions, 9) Publishing 10) Radio and Television.

Employer Questionnaire III

Saturation survey in two selected cities of employers of four or more persons.

Unions, National and International, Questionnaire IV

Representative survey of unions having large numbers of female workers. In addition, certain selected local unions received the same questionnaire.

Professional Organizations, Questionnaire V

Survey of representative professional organizations for women.

ERIC Clearinghouse
JUL 17 1969
on Adult Education